NAVIGATING THROUGH CHANGE

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WHAT CHANGE ISN'T

"It's not a big deal. Just get on board"

"It's just business, nothing personal"

"It's not that difficult"

"They don't need to be involved"

"Everyone knows why we're doing this"
THE TRUTH ABOUT CHANGE

- Change is uncomfortable
- Resistance is a natural reaction to change
- Growth rarely occurs without change
- Change is a catalyst
- There will be challenges and mistakes
- Change does not forge a straight path
WHY DOES CHANGE OCCUR?

Crisis
• A sudden unexpected change

Evolution
• A process of gradual change

Strategic Objective
• A deliberate planned change
Phases of Change

- ENDING
- NEUTRAL ZONE
- NEW BEGINNING

Source: Adapted from Mastering the Change Curve by Dennis T. Jaffe & Cynthia D. Scott
Change is inevitable in organizations, and when it happens, leadership often underestimates the impact those changes have on employees,” said David W. Ballard, PsyD, MBA, head of APA’s Center for Organizational Excellence. “If they damage their relationship with employees, ratchet up stress levels and create a climate of negativity and cynicism in the process, managers can wind up undermining the very change efforts they’re trying to promote.”

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CAUSES OF RESISTANCE

- Fear of the unknown
- Fear of loss
- Fear of failure
- Disruption of relationships
- Cultural assumptions and values
- Lack of confidence of leaders
- Lack of communication by leaders
- Lack of buy-in
- Not involved in decision-making
DEALING WITH RESISTANCE

- Anticipate it
- Listen
- Acknowledge the emotion
- Determine the real causes
- Inform – share information
- Identify benefits
- Remove obstacles – ease the pain
- Connect “old ways” to ”new ways”
- Help explore options
STEPS TO SUCCESSFULLY COPE WITH CHANGE

• Be clear about the vision behind the change
• Give Your Team the Floor
• Share an Action Plan
• Account for Resistance
• Make Time for Recognition
BUILDING RESILIENCE
**TIPS FOR BUILDING RESILIENCE**

- Compartmentalize your Cognitive Load
  - Switching from task to task reduces productivity by 40%
  - Reduce context switching
  - Create specific times in the work day to do specific activities

- Take Detachment Breaks
  - Mental focus, clarity, and energy cycles typically run 90 – 120 minutes long it is useful to step away from our work every for at least a few minutes to reset our energy levels

- Develop Mental Agility – Decenter Stress – the process of being able to pause, observe the experience from a neutral standpoint, and then try to solve the problem.

- Cultivate Compassion - both compassion for your self and for others.
  - Communicate with your coworkers, supervisors, and manage job stress
  - Identify areas of stress and work together to reduce them
  - Talk openly with supervisor and trusted coworkers about how change is affecting you.
  - Communicate how to access mental health resources in the workplace

- Identify those things which you don’t have control over and do your best with the resources available to you

- Increase your sense of control by developing a consistent daily routine when possible
  - Keep a regular sleep schedule
  - Take break from work to stretch, exercise, or check in with your supportive colleagues, coworkers, family, and friends
  - Spend time outdoors, either being physically active or relaxing
  - Practice mindfulness techniques
Be a Change Agent

- Acknowledge the ambivalence
- Be future-focused
- Maintain optimism/gratitude
- Seek solutions
- Stay open
- Take risks
- Be patient with each other
- Manage your stress